

BUILDING COMMUNITY | DEVELOPING SKILLS | ENRICHING LIVES



# 2021

*Annual Report*

## Our Values



DIGNITY AND  
RESPECT



INNOVATION



COMPASSION



DIVERSITY, EQUITY,  
INCLUSION AND  
BELONGING



EMPOWERMENT



COMMUNITY



## Our Vision

Our vision is a world without chronic homelessness.

## Our Mission

Episcopal Community Services of San Francisco (ECS) helps homeless and very low-income people every day and every night obtain the housing, jobs, shelter, and essential services each person needs to prevent and end homelessness.

## Focus and Innovation

Housing is at the core of everything ECS does, because housing is the solution to homelessness and the basis for all other services individuals and families need to begin to stabilize their lives. We want to enable individuals to stabilize so that they can pursue their health, well-being, and personal growth. An array of services, including case management, quality health care, and opportunities for education and employment, help individuals do just that.

In the past fiscal year, ECS has been at the core of San Francisco's response to COVID-19 when it comes to homelessness. We added two supportive housing establishments to our portfolio and maintained an overall annual retention rate of 98%, in addition to serving over 1,500 guests in eight Shelter-in-Place hotels.

Because we recognize the need for housing solutions outside of traditional supportive housing, ECS has innovated solutions beyond it, with programs that allow individuals to be placed in market housing as they regain financial independence. Adopting our existing programs with pandemic protocols also took a great deal of innovation.

This report is a window into those innovations as much as it is an accounting of our accomplishments in the 2021 fiscal year.

# From the Desk of Beth Stokes, Executive Director



Dear Friends,

As I reflect on the 2021 Fiscal Year, I am filled with immense gratitude for the unwavering dedication and partnership of ECS' staff, Board of Directors and Housing Board, government partners, investors, volunteers and community members as we continue to address the challenge of homelessness. Although the COVID-19 pandemic brought new challenges, it also illuminated ECS' unique ability to quickly adapt and identify new creative strategies and opportunities to ensure quality housing and essential services for our vulnerable population.

During the height of the pandemic, ECS' courageous and resilient staff enabled the organization to dramatically scale up operations and play a critical role as part of San Francisco's homelessness response system. Our frontline staff ran nearly a third of San Francisco's Shelter-in-Place (SIP) hotels, emergency housing created to ensure that the vulnerable population we serve remains safe and healthy amidst the pandemic.

ECS' housing, programs and services are delivered using a Housing First, tenant-centered, Harm Reduction model, employing a trauma-informed lens and motivational techniques.

ECS seized new opportunities provided by the State of CA's Homekey Project to acquire two new Homekey sites with a combined 340 units of housing. Also, ECS pursued, and was awarded, a 43-unit Homekey project in Marin County, the organization's first housing site outside of San Francisco.

In total, 3,768 unhoused San Franciscans were stably housed through various housing solutions, and ECS safely hosted 292,000 interim housing bed nights. ECS addressed the multiple leading causes of housing instability by providing tailored essential services such as housing navigation, case management, food preparation and distribution, senior services, education, behavioral health and workforce services to 10,000 individuals. Additionally, ECS served an astonishing 418,122 meals to combat growing food insecurity.

Impressive as they are, these accomplishments are inadequate to illustrate the true compassion, dedication, and spirit of ECS staff. Through the most trying times, ECS' staff remained resolute in their belief that chronic homelessness is daunting, but solvable.

I would also like to acknowledge the unparalleled strength of our participants, some of whom you will read about in this Annual Report. Their tenacity to transcend obstacles inspires all of us at ECS, every day.

Last, but not least, I thank all of you who partnered with us during this year's journey. We are humbled by your commitment to ECS' mission and are deeply appreciative of your support. We invite you to embark with us on another year together as we continue to pursue innovative solutions to end homelessness.

Best wishes,

A handwritten signature in black ink that reads "Beth Stokes". The signature is fluid and cursive, with the first name "Beth" and last name "Stokes" clearly distinguishable.

Beth Stokes  
Executive Director





## Keeping Spirits Up During the Pandemic

At a time when a global pandemic kept people apart, few things were as important as reducing the impact of prolonged isolation. Isolation was a particularly daunting issue for community members ECS serves: people who have experienced homelessness are significantly more likely to have health conditions that predispose them to severe illness from a potential COVID-19 infection. What's more, recent data indicates that the average age of those experiencing homelessness in San Francisco and other major cities is rising by one year, each year. Half of single adults experiencing homelessness in San Francisco are now 50 or older, and the number, unfortunately, continues to increase. As a result, the number of older adults relying on our services is only set to grow, and older adults are acutely vulnerable to social isolation.

This year, ECS staff quickly pivoted to initiatives

geared to safely engage our community members in activities to lessen the impact of isolation. The Canon Kip Senior Center put to good use a grant providing 100 tablets to older adults to turn phone bingo into Zoom bingo, and with this and other creative ideas from the ECS staff, the sense of community that defines the Senior Center held together throughout the pandemic.

Also this year, the Development Department successfully held two major gift drives during the 2021 Fiscal Year (FY): The Holiday Gift Drive sourced gifts for nearly 3,000 single adults and families with children, Mother's Day gifts were given to women living in ECS family housing sites, and a back-to-school drive for more than 150 school-aged children living in ECS Housing acquired backpacks and school supplies.





INDIVIDUALS  
SERVED  
**4,788**

HOUSING  
PLACEMENTS  
**353**

HOUSING  
RESOLUTIONS  
**227**

## Problem Solving and Housing Placements: Adult Coordinated Entry

San Francisco's Coordinated Entry system creates a systematic approach to assess, prioritize and match people experiencing homelessness in the city with available housing opportunities using uniform standards. Coordinated Entry is divided into three (3) parts based on types of populations: families with children under 18, Transitional Age Youth (18-24), and adults over the age of 18 without minor children. Each has Coordinated Entry Access Points through which those seeking housing can obtain assistance.

ECS is the primary service provider for the city's Adult Coordinated Entry (ACE) system and has operated the only full-time, in-person Coordinated Entry response location for single adults throughout the pandemic. ECS' ACE Access Point at 123 10th Street is open five days a week. In addition, our mobile response teams are available during operating hours to meet adults unable to visit an access point. The mobile response teams respond within a two-hour window.

Both ECS mobile teams and our on-site ACE staff work one-on-one with individuals to guide them through solving their homelessness with relationships and resources they may already have available. If no solution is found, individuals are then assessed using a consistent, City-wide process to find appropriate housing. Generally, people who go through this process can choose between three options of available supportive and/or heavily subsidized housing stock within San Francisco.



HOUSING  
SITES  
**16**

RESIDENTS  
**1,692**

HOUSING  
RETENTION  
**98%**

RETENTION  
IN FAMILY  
HOUSING  
**99-100%**

RETENTION IN  
SINGLE ADULTS  
HOUSING  
**96-100%**

RESIDENTS  
ACCESSING  
SUPPORTIVE  
SERVICES  
**96%**

## Homelessness Ends with Housing: ECS Housing Services

Shelter-in-place hotels and other emergency, interim housing arrangements saw steep growth in the first year of the pandemic, but ECS worked diligently to increase the availability of permanent supportive housing as well. A permanent home with wraparound support services is the core of recovery and stabilization for those who have experienced chronic homelessness, and even as we scaled quickly to address the pandemic among San Francisco's unsheltered residents, ECS added two additional Permanent Supportive Housing sites and nearly 80 residents compared to the previous fiscal year. The rate of individuals and families remaining housed also increased to 98% in FY 2021, from 96% in FY 2020.

Residents at supportive housing faced numerous challenges stemming from COVID, including heightened vulnerability to disease and possibility of exposure, work disruptions, social isolation, a rapidly changed healthcare landscape, and exacerbated food insecurity. ECS Housing staff responded by developing and implementing safety protocols, performing regular outreaches to residents to ensure wellness checks and assess service needs, ramping up regular food distribution and food storage, and connecting residents with telehealth and other health care services.

To address social isolation, Case Managers held monthly outreach meetings, conducted games residents could safely participate in, and organized trips to markets and small outings. Once COVID vaccines became available, Housing staff assisted residents, who are part of a high-risk population, to get vaccinated, including holding vaccination clinics on location. Emerging stronger from the pandemic is a testament to the dedication of ECS staff as well as the resilience of housing residents.





# "I couldn't ask for a better place"

**Timothy Isaiah** left home in Texas in his 20s and had since experienced chronic homelessness. After more than 30 years of being unhoused, Timothy now lives in his own apartment at an ECS service-managed supportive housing facility.

Timothy's new ADA-compliant apartment, which includes a small kitchenette and a large bathroom to accommodate his movement in a wheelchair, stands in stark contrast with his experience on the streets and in some shelters and other single-occupancy units, where he says he was subjected to lack of services, unsafe building conditions, and roadblocks to accessing medical care.

Timothy, now 57, credits his support team at ECS and ECS programs with putting him on the path to recovery, making sure he makes it to appointments and gets his medications on time, allowing him to avail free, healthy food through ECS' weekly food distribution for residents, and even appointing and organizing his beautiful room. He talks excitedly about weekly coffee hours organized by ECS support staff where he is grateful for social interactions and about being able to get a monthly allotment of laundry coins for the laundry facility on site. "I couldn't ask for a better place," Timothy says, discussing his new life.



*Timothy*



SHELTER  
GUESTS

**86**

SHELTER-IN-PLACE  
HOTEL GUESTS

**1,550**

## Interim Housing

Shelter needs in San Francisco – as well as across the country – shifted quickly during the waves of the COVID pandemic. As congregant shelters made it difficult to maintain social distance, especially important in a population with high rates of pre-existing health conditions and therefore a heightened vulnerability to COVID-19, the City of San Francisco acquired and opened Shelter-in-Place hotels where vulnerable individuals could be protected.

Through the course of the pandemic, 25 Shelter-in-Place (SIP) sites served 3,772 guests. ECS was responsible for over a third of that implementation, serving over 1,500 guests at 8 SIP locations.

In addition, ECS continued to operate the Sanctuary Shelter and sponsored the Interfaith Winter Shelter for the 2020-21 winter season, with winter-night shelters for up to 67 people.





INDIVIDUALS  
HOUSED THROUGH  
RAPID REHOUSING  
MODELS

**82**

.....

ADULT RAPID  
REHOUSING  
(program wound down on 6/30/21)

**41**

.....

STEP UP TO  
FREEDOM  
(ongoing)

**41**

.....

INDIVIDUALS  
HOUSED THROUGH  
MAINSTREAM  
VOUCHER SERVICES

**30**

## Housing Stability and Partnerships

ECS' Housing Stability and Partnerships department is newly established and focuses on housing populations with diverse housing needs, including formerly incarcerated returning citizens and those whose housing situations may require immediate assistance yet progressively less intervention.

"Step Up to Freedom" is a rehousing initiative that partners with the San Francisco Adult Probation Department (APD) to find housing for and place returning citizens who are under community supervision (parole or probation). Individuals are paired with housing opportunities in the general housing stock, and ECS staff works closely with willing landlords as well as participants to ensure productive landlord-renter relationships and participant success. Rental assistance to those placed is short-term and reduced over time, encouraging individuals to become self-sufficient. The program also incorporates another innovative component encouraging self-sufficiency: each participant is allotted a certain amount of financial assistance, but should they become fully financially independent before funds designated for them is exhausted, the remaining amount is awarded to participants as an investment in their future.

The Mainstream Voucher Program (MSV) is a collaboration between ECS, the Housing Authority, and Brilliant Corners. Together, ECS and its partners work to find affordable housing for chronically disabled and homeless individuals and families. ECS provides supportive services during the first two years of the stabilization process. Stabilization services range from application support with the MSV voucher, to furniture and clothing assistance, as well as medical and mental health services referrals. Our goal is to help our participants with needed life skills as they make the transition from homelessness to stability.

The Housing Stability and Partnership department also launched two new initiatives using the scattered sites model in the 2021 Fiscal Year: a permanent subsidy for people who are over 60 or are permanently disabled and a rapid rehousing program for adults to get back on their feet. The latter initiative includes a two-year housing subsidy and accompanying training, education, and placement support for individuals to return to the workforce. These programs are funded by the voter-approved Proposition C, passed in 2018, and participants are current and former residents of Shelter-in-Place hotels. ECS is one of three (3) agencies in the City providing this type of service.

# Returning with Dignity

**Ian** is an impressive 35-year-old. He is a director at Urban Alchemy, an organization serving unhoused individuals on the streets and connecting them to resources. And he is set to graduate from San Francisco State University in June of 2022.

But Ian's story wasn't always a sure bet. When he was 19, Ian was sentenced to a potential life term in prison. That stemmed from an event Ian takes responsibility for. While in prison, Ian made a decision to turn his life around. He took advantage of educational opportunities while he was incarcerated, and with good behavior, was released from prison after 15 years in June of 2020. After his release, Ian began to work at Urban Alchemy, and he became part of the Step Up to Freedom Program that was then just beginning under the brand new ECS department of Housing Stability and Partnerships.

Step Up to Freedom helped Ian find rental accommodations of his own while committing financial assistance that would taper off over time. With hard work, dedication, and determination, Ian quickly adapted to independent living. He also rose through the ranks at Urban Alchemy and is now the Director of Residential Services.

Ian credits ECS' staff for much of his progress. Trust is difficult to build for those reintegrating into society from incarceration, but ECS was different. ECS not only came through with the resources it promised, but the fact that this program employs formerly incarcerated individuals convinced Ian to place his trust in ECS. Asked what his advice is for other returning citizens, Ian says that knowing how to ask for support, taking responsibility, and being humble go a long way.

We are very proud of Ian, and we know that stories like his are happening every day thanks to the work of ECS.



Ian



MEAL  
PREPARATION  
MEALS SERVED  
**418,122**

WORKFORCE  
DEVELOPMENT  
PARTICIPANTS  
**114**

JOB  
PLACEMENTS  
**36**

## From Stability to Growth: Workforce Development and Social Enterprise

During the 2021 Fiscal Year, the role of ECS Social Enterprise and Workforce Development Department adapted rapidly to the needs created by the pandemic. Even prior to the pandemic, the ECS Social Enterprise team prepared and served food to community members daily. But with expanded needs spanning populations in emergency Shelter-in-Place hotels, the extremely low-income senior community, and the entire portfolio of ECS services, the commercial kitchen at ECS prepared and served an eye-popping 418,000 meals to people who otherwise may have gone hungry.

Due to the restrictions placed on in-person interactions and congregate gatherings by emergency measures to limit the spread of COVID-19, ECS Workforce Development programs for the 2021 fiscal year could not host its usual classes, training, and in-person guidance. Some programs, such as adult tutoring and resume and job-search assistance, transitioned online to the extent possible.

While participation in the programs was reduced due to COVID, ECS staff used the pause to advance a critical part of the ECS strategic plan: evaluate and evolve programs to meet the needs of the community that we serve as well as the social service sector as a whole.

Our flagship CHEFS (Conquering Homelessness through Employment in Food Services) program will continue to train and place individuals in the culinary sector, including in businesses and nonprofits that serve people in need. The restaurant sector in San Francisco, where most CHEFS graduates are placed, took a large economic hit during this year of the pandemic, but establishments like our kitchen that prepared and served the aforementioned 418,000 meals, Glides Memorial kitchen, and other meals programs filled some of the gap.

During the year, ECS leadership and staff also made plans to transform existing programs: beginning in the 2022 fiscal year, a Next Step Center will provide a full array of employment assistance services for very-low-income San Franciscans, including education to complete GEDs, job-search, interview-skills, and placement assistance, as well as job-shadowing at ECS. Also launching is a training program to teach social services skills to individuals with lived experience of homelessness while simultaneously leveraging that lived experience to improve the quality of service.

Education, training, and work are often linked to an individual's sense of self-esteem. ECS is committed to the dignity of each individual because we know that the road to recovery from chronic homelessness and extreme poverty is a uniquely personal journey.

# Housing Development: Building More Homes

Of the 16 locations where ECS provides services to residents, five are buildings that are owned and managed by ECS or an ECS-affiliate entity. ECS is also responsible for both supportive services and building management at eight master-leased properties. In recent years, ECS has focused on building more permanent supportive housing as much as providing services, because an integrated care structure, from building management to wraparound services, can provide for better outcomes.

The ECS Housing Development department was tasked with this goal in mind. The team at Housing Development works with lenders and investors, developers, contractors, architects, and government

officials to impress the need for housing, and to oversee new developments as well as improvements to existing buildings.

In 2020, ECS broke ground at 1064 Mission Street, which, when completed, will become the largest permanent supportive housing site in San Francisco. Of its 256 units, 103 are reserved for seniors and 153 for single adults who have experienced chronic homelessness. 1064 Mission Street will also host a state-of-the-art teaching facility and kitchen for the ECS CHEFS program, allowing us to create even more opportunity for those who are ready for employment and will be home to the relocated Tom Waddell Urgent Care Clinic, renamed as the Maria X Martinez Resource Center.





PARTICIPANTS  
SERVED

**740**

MEALS SERVED

**26,360**

CASE  
MANAGEMENT  
CLIENTS

**101**

## Healthy Aging

Few populations are as emotionally and physically vulnerable to a pandemic as older adults with few resources. The ECS Healthy Aging program, with the Canon Kip Senior Center as its crown jewel, stepped up with increased outreach, holding remote social activities over the phone and online, meals, and opportunities to connect to community.

Healthy Aging staff stayed busy with online and phone-bingo, reaching out to Shelter-in-Place hotel's older populations with books and puzzles, and serving prepared, boxed meals. They made wellness calls, connected seniors to case management, and helped with COVID benefits paperwork. ECS also developed a comprehensive guide as a go-to for navigating specialized resources for seniors and adults with disabilities in San Francisco. With an emphasis on food security, Healthy Aging held remote education classes on nutrition and ensured that participants had access to healthy foods with vouchers that could be used at Farmers Markets.







Lily

# Bingo Fights Cancer

**Lily** had always taken care of others. Even after she couldn't work full-time, she was a part-time caregiver for other seniors and people with special needs. That was about to change in 2020, but not because of COVID.

A Filipino-American, Lily visited the Philippines to see family in 2019. By the time she returned stateside, the pandemic was taking hold in San Francisco and across the United States. So when she developed chest pain in June of 2020, she took no chances. But it would be a while before it was known what caused the chest pain. It wasn't COVID, but it took the better part of 2020 to run mammograms and other tests. Finally, Lily got devastating news: she had breast cancer.

Often, out of despair comes a light of hope. Around the time that she was being diagnosed with breast cancer, a friend referred Lily to the Canon Kip Senior Center (CKSC). CKSC provided an oasis of community, hope, and activity, even during the pandemic. Lily is a big fan of bingo, and soon, she could not be taken away from phone bingo that CKSC was hosting on a weekly basis (and still is). Canon Kip Bingo became such a refuge from the rough and tumble of dealing with cancer that she – and Senior Center staff – remembers calling into Phone Bingo even as she waited for her first chemotherapy and radiation appointments to begin. As the medical staff were pushing her wheelchair, she fondly remembers pleading with them to delay the session until Bingo was called. They did.

Chemotherapy and radiation therapy has been difficult for Lily. She has been hospitalized twice post-chemotherapy, which she began in March of 2021. Tears rolled down her eyes as she described the pain and fear – not just from chemotherapy and radiation, but eventually from surgery. According to Lily, only two things got her through it all and kept her spirits up: friends and bingo.

Lily is doing better now, and she comes to Canon Kip for lunch regularly. She has also resumed her role in a local band that performs at cultural events.

Social isolation is one of the most acute issues faced by older adults of limited means, and the pandemic made it so much worse. But the Canon Kip Senior Center did not give up on people like Lily. We helped Lily – and hundreds of her friends at CKSC – fight isolation, stay active, and even, as in Lily's case, recover from cancer and her treatments. It is our honor to be a part of stories like hers.



PARTICIPANTS  
SERVED

**339**

PARTICIPANTS  
WITH SELF-  
REPORTED  
SUBSTANCE USE  
CONDITION(S)

**55%**

PARTICIPANTS  
WITH SELF-  
REPORTED  
MENTAL HEALTH  
CONDITION(S)

**65%**

## Behavioral Health Services

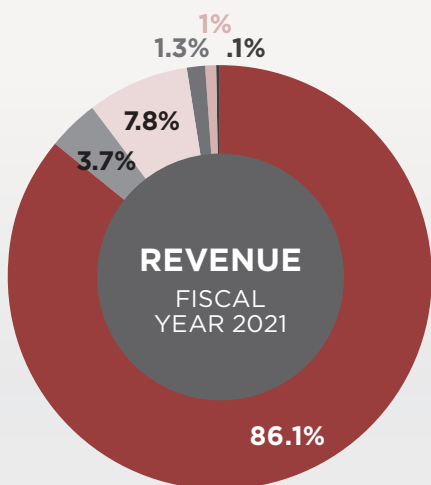
COVID-19 – and the year 2020 – took a toll on nearly everyone’s emotional wellbeing and mental health, as social isolation and uncertainty surrounding health, the economy, and politics became the norm nearly overnight.

Despite the unprecedented and insurmountable impacts of the pandemic, ECS’ Behavioral Health clinicians never stopped seeing clients in person. When needed, clinicians traveled to meet participants where they had been sheltering in place. Clinicians provided trauma-informed care focused on quality of life, stabilization, and harm reduction. Staff at Behavioral Health not only helped individuals work through emotional, mental health, and substance use issues but also connected them to additional services like case management, coaching, and employment services.

Of note is Behavioral Health Clinician’s relentless attention to populations especially vulnerable in congregate and unsheltered homelessness settings, including LGBTQIA+ individuals. Gender and sexual minorities can suffer from additional threats to their safety and bodily autonomy. ECS clinicians advocate for same-sex attracted, gender-fluid and gender-nonconforming individuals.

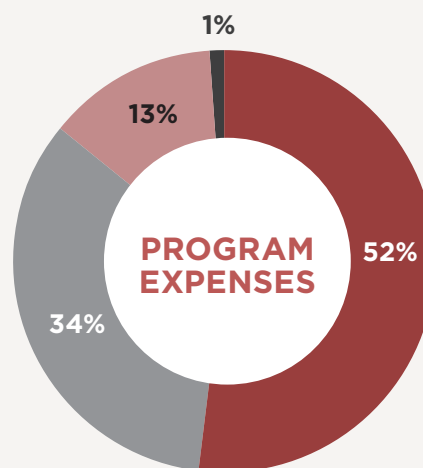


## FY 2021 Financial Data



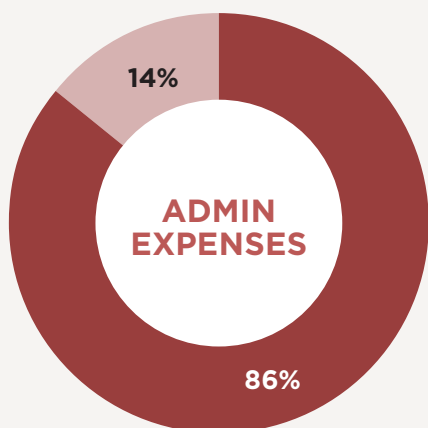
### REVENUE BY SOURCE

Government Grants & Contracts.....	\$54,782,096
Rental Income.....	\$2,365,132
Contributions & Foundation Grants.....	\$4,964,527
Other Program Income .....	\$802,184
In-kind Contributions .....	\$617,648
Interest & Other Income .....	\$68,393
<b>Total.....</b>	<b>\$63,599,980</b>



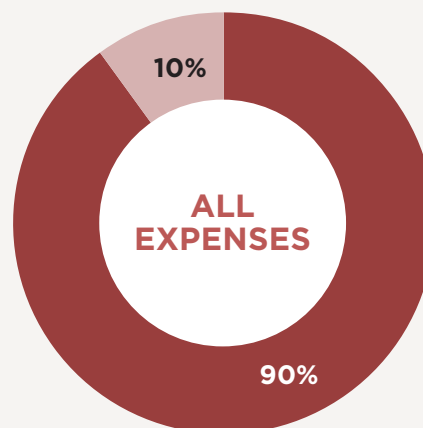
### PROGRAM EXPENSES

Shelters/Interim Housing .....	\$28,523,854
Supportive Housing.....	\$18,418,566
Education & Employment Services.....	\$7,249,610
Senior Services .....	\$573,238
<b>Total .....</b>	<b>\$54,765,268</b>



### ADMINISTRATIVE EXPENSES

Management & General .....	\$5,313,280
Fundraising.....	\$868,423
<b>Total.....</b>	<b>\$6,181,703</b>



### ALL EXPENSES

Program Services .....	\$54,765,268
Supportive Services/Admin .....	\$6,181,703
<b>Total.....</b>	<b>\$60,946,971</b>



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